



Research Study for an Entrepreneurship Practical Guide

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ABSTRACT

This thesis is a research study, which is aimed to be published later, in the form of a practical guide for those who have an idea and plan to go one step forward on the creation of a brand and/or a business.

The main questions addressed are regarding the main concerns of an entrepreneur, identifying the main topics that an entrepreneur's practical guide must approach.

This work aims to provide relevant and important insights for those who want to start a business, taking in consideration some best practices, advises from entrepreneurs that have already started their own businesses and shared their experience. It means to provide a strong contribution to the Portuguese ecosystem, more specifically, startups, small companies, projects or ideas at seed or startup stage, brands, clubs, and every initiative which is starting from nothing, or almost nothing.

Apart from books and online researches, primary information and testimonials were collected through an online survey, from a target audience of entrepreneurs, leading to the main findings of this study. The conclusion of this thesis is the gross index of the future startuper's practical guide, which will be divided in 4 different stages: Preparation, Implementation, Leverage and Closure.

LITERATURE REVIEW

As an entrepreneur myself, before I have started my companies, I would like to have read a book, or a guide, or a manual, about general business information in a very simplified, beginner friendly and organized way.

I can make a list of dozens of books related to entrepreneurship, but the fact is that most of those speak about case studies of specific companies insinuating that that is a role model and that everyone should do it that way. Personally, I don't believe that any entrepreneur follows the exact method of a case-study-company, and strongly doubt that the founder of a successful case study example ever read a case study for guidance. Saying this, what I believe is still missing to be written, is a practical guide, young, modern, easy-to-read, easy-to-understand, with topics that go way beyond entrepreneurship or management, such as design, social networking, innovation, basic and simplified information regarding legal or accounting issues, and many tips and advises from many entrepreneurs.

Regardless of what kind or how many books there are, on entrepreneurship, this thesis will put some focus on Business Model Generation book, more specifically regarding the Business Model Canvas framework.

Every year, around 150 thousand companies are born in Portugal. Some people may call it a trend, others a need, or one can see it as real opportunities in the market, according to the evolution and adaptations of our world. The fact, is that, most of these companies survive to the first year (70%), but half of them die in the second year (49%), mainly due to 3 reasons, which are working capital, bureaucracy and market failure.

This thesis is a preparation study, which the author aims to publish later, in the form of a practical guide for those who have an idea and plan to go one step forward on the creation of a brand and/or a business.

It is not a work based on case studies neither about one specific person or entity, but a group of more than 60 opinions, and experience from several entrepreneurs, regarding specific topics, which are common among every business-creation process. It has no intentions to be a guide for building a Business Plan, but will approach few of the topics. The main proposal of it is to assess the main concerns, obstacles, difficulties of

entrepreneurs, in order to create the best index for the future guide, containing all the relevant topics that should be addressed according to the needs of people that start a business in Portugal.

The term "entrepreneur" has been subject to change since 1978, when J. Schumpeter redefines the original use, from "people that take risks in starting their own businesses" to "someone that identifies and takes opportunities within business", and it has evolved over time. Nowadays it seems that the word entrepreneur is used for everything. It can be a profession, a state of mind, an attitude, a way of life, but most important of all, it identifies a person that works on its own. So, basically an "entrepreneur" is like "gourmet", which defines a set of things and definitions and a whole agglomerate of meanings and adaptations. To avoid misunderstandings regarding the purpose of this thesis, the term will be used to define "people that have started their own businesses, regardless if they legally formed a company or not".

Main questions of this thesis:

- What are the main concerns of an entrepreneur?
- What are the main topics that an entrepreneur's practical guide must approach.

The study is going to collect and analyze information about the experience of entrepreneurs. A survey was made, to get some experienced opinions and statistics.

This work aims to provide relevant and important insights for those who want to start a business, taking in consideration some best practices, advises from entrepreneurs that have already started their own businesses and shared their experience. It means to provide a strong contribution to the Portuguese ecosystem, more specifically, startups, small companies, projects or ideas at seed or startup stage, brands, clubs, and every initiative which is starting from nothing, or almost nothing.

METHODOLOGY

The information and testimonials were collected through an online survey, from a target audience of 63 entrepreneurs, plus 5 more in-depth face-to-face interviews.

The survey was developed using typeform.com platform, and designed to get answers from some practical questions, regarding the path taken by all those respondents that have already started one or more businesses in Portugal. In a very broad way, the objective was to obtain information about the main obstacles when starting up a business, safeguards that one may take in consideration, time management, devotion to the project, advises, suggestions, and other direct and indirect data. The kind of questions can be divided into three, with different purpose for the responses:

1. Open-questions - seeking to identify common variables among responders, not influencing or limiting their answers with predefined words.
2. Closed-questions - statistical purposes, in order to analyze few trends on decisions, opinions, strategies or similarities among entrepreneurs.
3. Open-advises - open-questions, with different informational objective from the first, where surveyed are asked to provide some advice or suggestions about a specific topic, based on their real experience.

That is a simple survey, with 27 questions and an average time to complete of 13 minutes and 19 seconds.

RESULTS

After analyzing the data, all questions, open and closed, were transformed into statistics, and some straightforward conclusions were made. Most topics were deepened at face-to-face interviews and conclusions are further ahead on this chapter.

It was found that almost half of entrepreneurs were living with their parents or family (48%) by the time they started to develop their businesses, wherein 47% of those, paid for their own expenses with personal savings. On the other hand, having a much higher risk, the other half of respondents (52%) were living alone or with somebody else.

According to this study, most of businesses start because founders thought the idea might be a good business opportunity (34%), being the second reason those businesses that began as jokes, and became real companies (19%).

More than half of entrepreneurs claim to have invested a maximum of €5,000 (57%) from their own and 19% more than €25,000.

Before any introduction or implementation on the market, 42% say they have dedicated more than eight hours a day to their project, whereas a very significant stake worked less than four (24%). Both percentages improve positively when the company is created or when the business starts selling officially in the market, while the hard workers percentage increases to 60% and part-timers drops to 13%.

40% of all entrepreneurs claim not to have done any research, market test or survey to assess whether the market would accept their product or service, whereas the preferences of the remaining 60% are surveys (48%); research (27%); fairs/events (16%); and others.

The team is one of most important things to achieve, and most of entrepreneurs tend to start their businesses with friends (61%), which can be a very good option if things go well, but a very bad choice if things go wrong. 11% bet on the relationship they had at college, and gather a team of former colleagues, which most of the time is not a good strategy, once they all have the same background. Another 15% of respondents, prefer to invest in recommended people to join and add value to the team.

84% of entrepreneurs created a company to be the legal entity of their businesses, against 16% that haven't, yet (at least until the date they answer this survey). Concerning registrations, 53% of business owners opt to protect their brands nationally, while 11% invest also on the international registration.

Most of respondents are concerned about the name of their brand or business, and even more when speaking about the importance of design in their businesses, attributing punctuation of 4.13 to naming and 4.65 to design, on a scale of 1 to 5. While these seems to be important topics in general, for business owners, there is a 5% of inquired that undervalue the importance of the two subjects, scoring it with 1 point only.

According to the results on this survey, one can understand more or less the main concerns and obstacles when creating a business. Next part of this thesis, is based upon this inquiry and it will approach several topics that can be helpful for entrepreneurs, with the aim of providing important and relevant content to face some obstacles. Taking in consideration that this is only a study for a major work (as mentioned before, a practical guide for entrepreneurs), what is presented next are the main ideas to address and develop, as well as a short explanation how each topic will be addressed and how can it contribute to entrepreneurs.

The numeration used below it is related to the survey, as showed in Annex 1.

These are the identified topics to address, which will be further developed:

1. and 2. Cost of living with parents and independently.
3. Idea development process and evaluation; Wants vs. Needs.
4. Initial investment.
5. and 6. Need and importance of getting the first client(s); Full-time vs. Part-time.
8. How to Market Research.
9. How to get the best team; Equity, Wages and Outsourcing.
10. Open a company in Portugal; How and Why to register a brand or a patent; How and Why to create a website and social network accounts.
12. and 13. How to name your business; Need and importance of Design
14. Push (Sales) vs. Pull (Product) Strategy.
15. Rigorous or Adaption Strategy; Trendsetter vs. Trend Follower.
17. "Grow or die" stage.
18. to 21. Basic Accounting Management; Preparing and Planning; Funding / Working Capital;

Cost of living with parents and independently

The aim of the question was to understand the inherent risk of the respondents when starting up their own businesses. Annex 2 shows an estimated minimum life consumption of an entrepreneur, taking in consideration the following assumptions: there is no loans or debts to pay, doesn't smoke, no health problems, no problems with car or transportation, single (or not married) and no children. The idea of that board is to show how much should a person save before start working at its venture full-time, in order to ensure that most of Maslow's hierarchies are controlled, so that it can focus on goals, achievements and beyond. Six or Twelve months is a decision that the startupper should do dependently on the business, expectations of returns and project's stage of development. It is important to understand that this nest-egg is a personal budget for its personal life, which means it doesn't account for the initial investment that it should put in the business, which means: $\text{Nest-egg} = \text{Personal Budget} + \text{Initial Own Investment}$.

A practical example is provided further ahead, in the "Initial Investment" topic.

Idea development process and evaluation

It is time to introduce one of the most well-known and used template in Portugal and probably all over the world. In Portugal it is used in almost all entrepreneurship competitions, at schools, universities and lots of startups have thought about their business model, value proposition, infrastructure, customers, and finances with this tool. It is called Business Model Canvas and intends to approach a whole business in 9 basic building blocks, which are:

- 1.) Customer Segments - It identifies all the different kind of customer that a business has or wants to have.
- 2.) Value Propositions - One should create a value proposition for each kind of customer segment.
3. Channels - In this block are represented both communication and distribution channels, which make the bridge between customers and value proposition.
4. Customer Relationships - How the organization intends to engage and retain clients.
5. Revenue Streams - All kind of revenue sources should be represented here.
6. Key Resources - What are the main resources and infrastructure a business needs, in order to deliver and capture value.
7. Key Activities - Which kind of activities one needs to perform and be the best at.
8. Key Partners - Outsourcing key partnerships that help to leverage the business.
9. Cost Structure - After filling all blocks, one can understand its cost structure and weights by category.

One can use this model for any kind of project at any kind of development stage. It is very useful for organizing and structuring ideas and very easy to understand and to have a quick overlook of the business.

There is much more on this framework, that normally people are not aware of, or simply don't know how to do it. There is a second analysis, which is to consider the external environment and deepen the study of the business, by bringing an analysis of threats and opportunities around the Business Model Canvas. Very briefly, this complementary approach will add questions such as: what are the market and key forces that surround the business, or how can industry and macro-economic forces affect the organization. After this, it is time for one to leave the paper and get to action, topics that will be developed later.

Wants vs. Needs

Coming back to Maslow's hierarchy of needs, one can understand that there are some basic needs one cannot live without (it will actually die if doesn't have access to) and some other needs that are more psychological, such as intimacy, self-esteem, fulfillment, and so on. Those needs may well be considered as wants, rather than needs. But the main question is: Does it manner to sell a need, rather than a want? Nowadays, one can consider that most of the products are wants, when they should be considered a need. For example, one of the basic needs is food, which is mandatory for a human being, although one can select food from millions of different brands, twisting our definition of needs, and transforming most everything in wants. Whereas before people would buy food because they needed to eat, nowadays we still have the same needs, although we buy brands, instead of food, i.e., if we are hungry we will buy something from brand X or Z to eat, and that is no longer a need, but a want, once we could have bought the cheapest brand to meet our need. Lots of people, when starting a business, are concerned about what problem or need their business is solving, although, the bottom line and answer to previous question is that this topic is not worth wasting time.

Initial Investment

This is a thesis focused on the startuper, therefore the initial investment provisions will be split in two different and separated boards: the overall initial investment needed for the business and the personal initial investment of each startuper.

After filling all blocks of the Business Model Canvas, one has identified already the cost structure of the project and that should be transferred to a spreadsheet column, item by item. Now, there are two main ways of defining the initial investment of the project:

1. Work on a Budget - A certain value is predetermined and agreed among partners or involved entities, where a percentage of that specific budget is allocated to each item, meaning that those items will have to be obtained with that amount of money. It is a sort of bootstrapping strategy, where one will have to work hard to get everything it needs to start its business.
2. Calculate an estimation of total costs - This approach uses the same items as before, but it is based on researched values from potential suppliers.

Either one way or another, the goal of this exercise is to understand which items should be considered as initial investment and which ones are fixed or variable costs. The items

should vary if it is a product or a service, and depend strongly on the industry of the business. The table gathers items that are paid once at the beginning of the business and other items that should be ensured for at least 6 months, in order to keep the business up and running. Personal costs or expenses non related to the business should not be considered here, but in a separate and personal spreadsheet.

To conclude, from an individual point of view, one should consider a nest-egg according to Annex 2, plus its own part of the required initial investment, which according to 57% of our respondents is less than 5.000€. Regarding the company or project perspective, the initial investment should be divided among the co-founders, with prior agreement on how much each one will pay and what does it represent in terms of equity within the new company. The agreed amounts should be gathered and deposited as soon as possible, in the company bank account, otherwise this is not an initial investment, but an accounting promise, that may never come, and that will affect the business ignition.

Need and importance of getting the first client(s)

Before, one assumption should be done - relevant clients are not on one's friends or family circle. The question is: what is the meaning of getting the first client? Getting the first client is the proven concept of a product or service, meaning there is a market for it, although, it doesn't mean that it is a good or profitable one. The real importance of getting clients and to take advantage of that is to try to have a list of pre-orders of your product, based on some kind of agreement or contract, which besides has a null accounting value, it works as an account receivable for investors. Apart from the increasing credibility, the fact of having clients, means also that the business is officially on the market, and, as shown before, there is a considerable commitment from entrepreneurs when that happens. Next topic is about the availability and focus of entrepreneurs when starting their own business.

Full-time vs. Part-time

A part-time team is one step back when trying to convince someone to invest in a business, however, on the other hand, it can be a risk-less way to start it, while having a full or part-time paying job. The decision of leaving a safe job behind can be a really difficult one for risk averse people, so the best solution is trying to mitigate risk with a more developed and mature business pillars.

Working part-time in a business means working less than 4 hours on a week day and more or less 16 hours on weekends. Lets assume that one works 40 hours on behalf of others and manages to work 40 hours on its own project. It could be a perfect scenario... if one is not human... By working this much, one is compromising both jobs and not being productive at none of them, therefore it should find an half term, establishing, for example, an objective of 25 hours a week and defining very straight milestones.

Leaving a day job to work full-time on its own project is not only time beneficial, but also mind and soul releasing, getting the focus one need to optimize the business and make it grow faster and stronger.

How to Market Research

In order for one to test its product, there are many possible ways of doing it and some of them are identified and briefly explained below. Before starting with any of the following market tests, one should think about what is the purpose of it? The startuper should previously think about who is the target audience of this testing, what does the company needs to know and learn from them and what do they get by participating in each of the market absorption.

Surveys - closed questions are good to get statistical data on something, while open questions are important to identify some kind of word(s) that one wants customers to provide, or to obtain more developed opinion on a subject. The company should take the opportunity of getting access to potential clients; to enlarge its data base; make some other questions that may not be related to the survey object, but are relevant to the company; offer people some kind of gift as a reward, so that next time they would be more willing to answer to a new survey.

Research - In order to get the best analysis or market data, one should go for the main and most trustable websites on the business industry, trying to collect any kind of relevant statistics, such as size of market, growing trends, and so on. Google trends and local statistical websites are very important to understand what customers are looking for and some relevant numbers of a specific population.

Crowdfunding - This is one of the most relevant tests a company can do. It is not just a test, but a real pre-order of a product or service. In Portugal the concept is getting stronger with ppl.pt, but the real success case study is the American platform

kickstarter.com, where backers pledged over half a billion dollars and supported thousands of businesses.

Focus Groups - This is an exercise where the company gathers a group of people from the target audience, with the objective of getting live feedback on their products or services, from potential customers' reactions and interactions.

How to get the best team

The best team should start right on the initial founding team, however most of them are based on friendships (61%). People tend to get together with people they know, when starting a business, sometimes mixing friendship with competences, and sometimes leading to ruined friendships. Although two people get along as friends, they may have a second identity at work and may not have the same fit, which may lead to a bad atmosphere when working together. Despite relationships, a team must be multidisciplinary and all people should complement each other, while at the same time should be able to address all business needs. For example, if the core business is an app, there should exist, at least, one programmer in the team.

Equity, Wages and Outsourcing

The question that leads to this topic is the same as the previous topic with an add-on: How to get the best team, with low financial resources? The easy answer would be "sell them the dream and make them believe they're part of it". However, no dream pays the bills, and

Open a company in Portugal

The fast way of opening a company in Portugal is through a branch office from "Empresa na Hora" (company in time), and as the name says itself, is possible to do it in few minutes, all one has to prepare to open a limited company is:

1. Social object - what is the objective of the firm, as well as their main activities and services.
 2. CAE - In English, the term would be EAC (Economic Activity Code). One should define what are the CAE that will define in which kind of sector(s) the company is operating. Legally the company is not allowed to provide any service or sell any product which has not a valid CAE.
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3. Social Pact - The entrepreneurs should pick a standard social pact and define its partners and respective weight of the business (how much of equity each one has).
4. Name - One can choose a name from a list of pre-registered firm names. If it pretends to have a specific name it should previously ask for the name and pay an extra 75€.
5. Bank account - After officially registering the company, one should open its bank account.

How and Why to register a brand or a patent

One should register a brand right before its product or service is introduced to the market, in order for people to identify the brand and so that nobody uses the same registered name. When it comes to brands, one should register it once, or someone else will do it. One can do it online or presencially, however online costs half of the price. Assuming the online registration, there are few steps to register a brand:

1. Research of existing brands - this is a previous research for any brand that can be read or sounds like the name to register.
2. Type of brand: one can choose among nominative, figurative, mixed, sonorous, tridimensional or collective brand, but the most common ones are the first three. Normally the nominative brand is the most relevant, once it protects what is more important to protect - the name itself.
3. Definition of Class(es) - Likewise in a company, where one has to select among a list of CAE, with brands one should select which kind of classes it should embrace.

Regarding patents, opinions differ, but the bottom-line is that most of the time is extremely expensive to register a patent and barely rewardable. One should invest in a patent when the business is stable, there is enough working capital and when the non registration can incur in collateral costs for the company.

How and Why to create a website and social network accounts

Nowadays, consumers search for everything online, from food, to gadgets, from cars to a specific chewing gum brand. If one's business is not online is almost the same of not existing, furthermore a company that is not online, or has a weak presence, can actually lose competitive advantage within a world where everyone is online.

How to name your business

It is hard to evaluate what is a good name, however is very easy to identify a bad one. One should avoid some Portuguese words with "ç" or any kind of accent, because while sometimes its inoffensive, other times can be embarrassing, for example the case of a blog called Promotions Hunting (in Portuguese, *Caça Promoções*), which the URL is cacapromoco.es.blogs.sapo.pt, and that is only one of many examples.

Sometimes a good name doesn't need to be a new and innovative combination of letters, but a simple name can work perfectly as a brand. A single common word, such as "Apple" or "Mercedes" or "Virgin", is almost perfect for a brand, erasing the meaning of those words and offering it a totally new life. The same way that, simple names, such as "Bowling Center" or "Volkswagen", work very well, while the name self-promotes the business itself.

Need and importance of Design

There are several reasons one should invest in design, but the main one should be only one - to be aesthetically appealing. Some see design as professionalism, others may want to use it to be irreverent, others believe that design is everything and there is also those that devalue design and don't really care about it.

There are some basic things every company should personalize with its brand and Annex 6 shows an example of few basic design needs.

Push vs. Pull Strategy

The question which gives place to this topic is: What is the main focus of your company? Being this a closed question, respondents could choose between product/service or sales. The question is vague on purpose, in order to understand where do entrepreneurs have their minds and what are their major concerns regarding this two departments. It is curious to find that most of them claims to be more focused on product (71%) and perhaps believe that a good product or service sells by itself. That can be truth and a major buzz may occur around the product, through the speed of social networking or word-of-mouth, however, one should have, at least, a selling strategy in mind. There are two main selling strategies, or three, if you use a pull and push strategy at the same time. A Pull strategy can be the chosen one from entrepreneurs, once it is more product-driven, creating a strong positioning where customers and retailers will go

after the brand and generate themselves the demand. What one has to do is to create an appealing and strong brand, so that the customers will want to know more about and be more engaged with - that can be accomplished with considerable investment in marketing and advertising, as well as highly controlled points of sales, in order to maintain your brand identity and customer relationship. A Push strategy is the opposite, whereas one is more focused on sales, trying to sell through every possible channels with larger number of point of sale. In this case the objective is to put it available on your target audience most common stores, in order for them to choose if they want to buy or not. Within this approach, product is important, but selling is even more important.

These selling strategies may complement Business Model Canvas' Channels block.

Rigorous or Adaption Strategy

One can call it coincidence or correlation, the fact is that the exact number of entrepreneurs who have chosen Product over Sales, in the previous question, is the same number (71%) that prefer an adaption strategy over a well defined one. If one thinks about it, for a product to be perfect it should be designed, sold, have feedback, re-designed according to feedback, sold, and repeat the process, until it transforms itself in the "perfect" product. This method may be called "Lean Startup", as suggested by Eric Ries, which is the author of the bestseller with same name, and has gained great relevance in recent years, in modern business economy. As Annex 7 shows, the idea is to minimize the total time through the loop and introduce new and updated products as fast as possible.

Trendsetter vs. Trend Follower

This topic is not related to be trendy or fashion, but different, new, innovative.

A simplified definition for trendsetter would be a brand that defines the market, while a trend follower, follows the market. Henry Ford once said "If I had asked people what they wanted, they would have said 'faster horses'.", which can be a perfect example for a trendsetter, meaning that if one wants to present something new to the market, it should not ask people what they want, but think about what they don't know they want.

"Grow or die" stage

There is a point in time, when a company needs to leverage its business or it will get stuck. That time is when a company reaches a certain amount of sales which can barely be optimized and the only solution is to grow, either by creating new products or by selling to different markets. Annex 8 shows the Ansoff's Matrix for growth strategies, providing a name for each strategy and defining Diversification as a totally new approach for a business, assuming it as a risky strategy, once it has no know-how neither in the market or in the product, being that a completely new challenge for the company. It is important to refer that Ansoff's concept and definition of diversification is not a rigid official notion, and one may use the word to simply refer to a diversification in product or market.

Basic Accounting Management

From this topic onward, the themes will be based on entrepreneurs responses, regarding their main difficulties or obstacles they have faced when starting up their businesses.

The key word for this topic is: organization. What one needs to know about accounting is that one should control every entry and every exit of money within the company. At the beginning, accounting folders can be organized as follows: Suppliers; Clients; Bank(s); Human Resources; Others. These should be organized by month and can be sub-categorized if the volume justifies it.

Preparing and Planning

When speaking about Preparation and Planning, there is an acronym, known as the 5P's of Success, which is worth thinking, and stand for Proper Planning Prevents Poor Performance. The sentence speaks for itself and says a lot with just few words, letting people to think "how can one be better prepared?"

Funding / Working Capital

It is now time to go to every startuper Achilles' heel - money. 39% of inquired, points money as one of main difficulties whether regarding access to financing or lack of working capital. Financial constraints are the most recurrent and biggest obstacle one has to pass when starting its own business, therefore it is very important to take sometime and try to understand Revenue Streams and Cost Structure from the Business

Model Canvas. The main reason why is to try to optimize the company's working capital requirements, with a business model where the client pays beforehand and suppliers get paid in 30 / 60 / 90 days. That would be the perfect business and one should always try to understand if its business model is adaptable to this optimal solution.

The following matter, may be way beyond the understanding of most common people, although it is important for an entrepreneur to have in mind how will its company capital structure be. In order not to complicate, let's assume that there are 3 different ways for you to finance your company:

1. Own capital - with your personal saving or borrowed money from 3F's (Family, Friends and Fools)
2. Equity - shareholders, such as investors, partners, employees, will invest in the company and will get part of it as a reward,
3. Debt - debt-holders, such as banks or other kind of financial institute, will lend the company money and charge interest.

How will each of these stakeholders get their money back? First of all, debt-holders will charge an amortization on the loan, plus interest according to what is left to pay. There are some benefits on having debt, but that applies to bigger companies, and that is another thesis. Shareholders will get their investment back through the payment of dividends from the company. It is important to note that one does not need to pay anything to get equity, where this could be a way to compensate, for instance, first employees for believing in the company and receive nothing for the first months. Own capital is in fact the same as equity, however the distinction above was just to simplify and identify the various sources of capital.

CONCLUSIONS

Coming back to the main questions of this work, I have identified money, management, bureaucracy and people, as main concerns for entrepreneurs. From funding to working capital, know-how on general expenses, legal and practical questions, or getting the right team, are few of entrepreneur's big nightmares.

- What are the main concerns of an entrepreneur?
- What are the main topics that an entrepreneur's practical guide must approach.

The conclusion of this thesis is the gross index of the future startuper's practical guide. This guide is going to be divided in 4 different stages + 1 introduction chapter. The stages are: Preparation (seed stage); Implementation (start up stage); Leverage (growth and maturity stage); Closure (recession and dying stage). And the final index is going to be as follows:

0. Introduction

- Startuper Simulator - cost of being an entrepreneur
- Wants vs. Needs
- Full-time vs. Part-time
- Product vs. Service
- Trendsetter vs. Trend Follower

1. Preparation

- Idea and business development
 - Initial investment
 - Getting the first client(s)
 - Prototyping
 - Market Research and Benchmark
 - Team
 - Naming and Design
-

2. Implementation

- Basic Accounting Management
- Sales and Billing
- Equity, Wages and Outsourcing
- Steps to open a company
- Steps to register a brand or patent
- Online Presence
- Selling and Communication Strategies
- Rigorous vs. Adaption Strategies
- Operations, Logistics and Suppliers
- Investment / Working Capital

3. Leverage

- Funding and incentives
- "Grow or die" stage
- Partnerships
- Import / Export
- Social Responsibility

4. Closure

- When and how to do it
 - Reflect. Take the best. Leave the rest
-

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ANNEXES

Annex 1. Online Survey

1. When you started your business, with whom do you live with? ●
2. How do you pay for your expenses, by then? ●
3. Where does the business idea come from? ●
4. How much did you invest in your business, in the first year? ●
5. How much time did you spend working on your project, in the first months? ●
6. What about after launching it officially in the market? ●
7. [Irrelevant question for the thesis]
8. Before being launched on the market, how was the product / service tested? ●
9. How was the initial team formed? ●
10. After setting the name, which kind of registrations were made? ●
11. What was the total initial investment in the first year? ●
12. What is the importance of a good name? ●
13. What is the importance of a good design? ●
14. Which one is the main focus of your business? ●
15. How do you run your business? ●
16. [Irrelevant question for the thesis]
17. How to Grow? ●
18. What kind of information / advice you would like to have had, when you were starting your business? ○
19. What are the 3 main difficulties to start and own a business in Portugal? ○
20. How did you overcome each one of those difficulties? ○
21. An E2E (Entrepreneur to Entrepreneur) advice? ○
22. - 25. Recommendations for Bank, Invoice Software, Social Network, Database Management.
26. Tell us a tool / website you think that any entrepreneur should use / know. ○

● Closed question

○ Open question

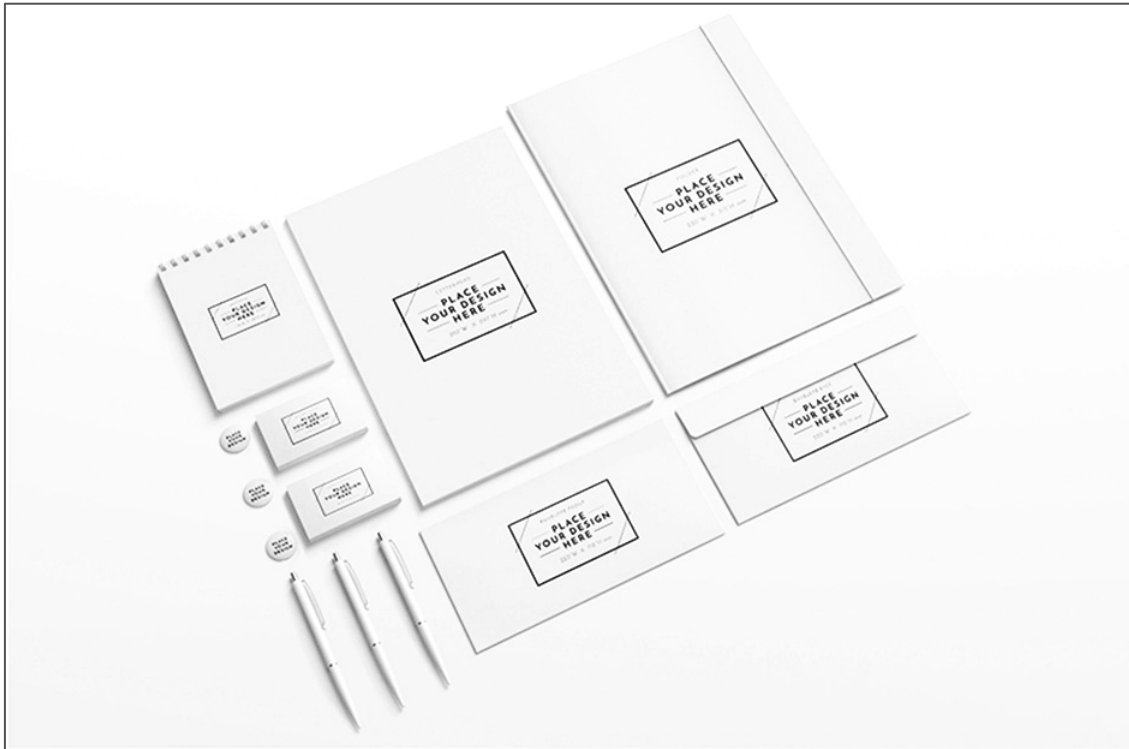
Annex 2. Minimum life consumption of an entrepreneur

| | Lives with parents | Lives independently | |
|---------------------------|--------------------|---------------------|-------------------|
| Home | | | |
| Rent | €0 | €250 | |
| Water, Electricity, Gaz | €0 | €50 | |
| Food and beverages | €0 | €100 | |
| Clothing | €0 | €0 | |
| Transportation / Gasoline | €80 | €80 | price of passport |
| Communication | €10 | €10 | or less |
| Health | €0 | €0 | |
| Leisure | €60 | €60 | €15 / week |
| Restaurants | €80 | €80 | €20 / week |
| Gym | €30 | €30 | |
| Others | €50 | €50 | |
| TOTAL | €310 | €710 | |
| | | | |
| x 6 months | €1 860 | €4 260 | |
| x 12 months | €3 720 | €8 520 | |

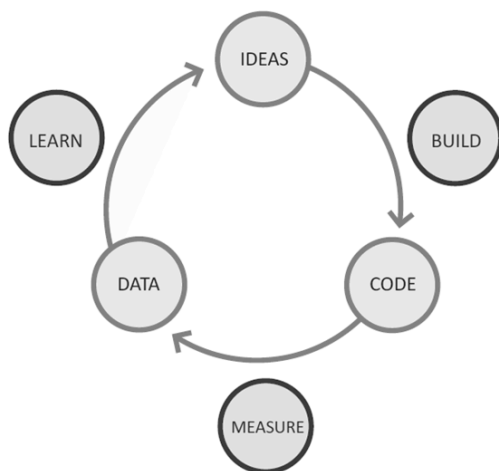
Annex 3. Maslow's Hierarchy of Needs



Annex 6. Example of Stationery



Annex 7. Lean Startup Loop



Annex 8. Ansoff's Matrix

